

1

BRAC University



INTERNSHIP REPORT

ON

**"IDENTIFY THE PARAMETER OF CUSTOMER
SATISFACTION OF GRAMEENPHONE"**



Report On

IDENTIFY THE PARAMETER OF CUSTOMER SATISFACTION OF GRAMEENPHONE

Submitted to

Md. Ariful Ghani
Lecturer

BBS Department

BRAC University

Submitted by

Subrina Shahid

ID: 10304010

BBS Department

BRAC University

Date of Submission- December14, 2014

LETTER OF TRANSMITTAL

December 14, 2013

Mr. Ariful Ghani

Lecturer

BRAC University

66 Mohakhali, Dhaka 1212

Bangladesh

Subject: Application of submit the internship report on “Identify the parameter of customer satisfaction of Grameenphone Ltd.”

Dear Sir,

I am very pleased to submit the internship report on **“Identify the parameter of customer satisfaction of Grameenphone Ltd.”** to you, which I have prepared by performing 3 months internship in Grameenphone Bangladesh Ltd. to fulfill the requirement of BBA program in the BRAC University.

I earnestly believe & hope that this internship would help me in the long run and also enrich my professional capabilities. I am indebted for your valuable suggestions and humble cooperation.

Now I have placed this report before you for your kind approval. I hope that my report will satisfy you. For any kind of queries, I would be available at your convenience.

Thank you.

Sincerely yours,

Subrina Shahid

ID: 10304010

Acknowledgement

This report is the ending part of my BBA program and to enhance the capability to study. In the field of practical organizational arena, a lot of efforts and study have done to make the report reliable. This would have not been possible without the genuine support and assistance.

First of all, I want to pay me homage to the almighty Allah who made to capable to continue my everyday task both inside and outside the work place during the whole period of my internship.

I want to give my specials thanks to my academic supervisor Mr. Ariful Ghani, for his kind concern, valuable time, advice and constant guideline in preparing the report. Without his assistance it would not possible to complete this report.

In this period, I am highly grateful to towards my organizational supervisor at GP, Mr. Kazi Emran Mahboob, Senior Specialist, Commercial Division, Grameenphone Ltd who helped me to complete my internship program in that company under his management.

I would like to express my foremost gratitude to other officials of Grameenphone Ltd who helped me and gave me their valuable time, providing me with the most relevant information on the basis of which I have prepared this report.

Table of Content

Content	Page No
<i>Executive Summary</i>	
1.Introduction	
Telecom Industry In Bangladesh	2
2.Organizational Profile	
Name and Location of Company	4
History of GP	4
Founders and Major Shareholdings	6
Vision, Mission, Values, Objective and Strategy	8
Organ gram and Operational Network	11
Products & Services of GP	20
3.JOB	24
4.Project Part	
Background of the Problem	28
Objective of the Study	28
Literature Review	29
Limitation of the Study	30
5.Research Methodology	
Research Design	32
Sampling Method & Sample Size	32
Survey Instrument	33
Data Source	33
Data Analysis Procedure	34
Hypothesis	34
6.Data Analysis	35
7.Findings	44
8.Recommendations	46
9.Conclusions	48
<i>Appendices</i>	50
<i>References</i>	52

Executive Summary

Grameenphone Ltd is Bangladesh's pioneering mobile communications company and the GSM network operator in Bangladesh is now operating its business all over the country with a subscriber base of about 50+ million. Grameenphone is the market leader in the mobile telecommunication industry of Bangladesh. Grameenphone holds almost 42% market share of telecom industry in our country.

Grameenphone Ltd is a customer-driven organization whose mission is to deliver the latest in advanced telecommunication services to Bangladesh. The company offers a full array of fixed and mobile services for consumers and businesses that are focused on the unique needs of the Bangladeshi community.

Grameenphone Ltd's growth strategy is to integrate superior customer service, highest standard technology and choice of packages at affordable rates.

Today's customers are much more conscious than previous. Now they have lots of option. They can choose their product from among many competitors. So it's getting tough for the companies to retain customer. Companies should remember one thing maximizing profit in the short run doesn't provide the best return on investment. Organizations that focus on building their reputation are going to provide the best long term.

A comprehensive survey was conducted to know about Grameenphone present position in the market, especially what is the reason behind choosing any operators, what's the key reason for customers to think about the charging and their satisfaction of Grameenphone in comparison with other operators.

Grameenphone entered the telecommunication market at first with high charging & other operators came after Grameenphone with lower tariff, Grameenphone customers who are with Grameenphone from the starting think that Grameenphone charges higher than other operators. & the new customers & potential customers are trend followers of this perception.

Grameenphone still has a positive image in the Mobile market. Due to its various innovative products and wide market coverage, strong network, at competitive rate with various service centers and its value added services, it can be considered as the market leader in the telecommunication industry and its competitors are far behind.



1. INTRODUCTION

Telecom Industry in Bangladesh

Bangladesh is the first South-Asian country to adapt mobile technology in 1993 by introducing Advanced Mobile Phone System (AMPS). In 1996 the then govt. gave license to two GSM, aimed at breaking the monopoly & making the cellular technology affordable to the general people (Wikipedia, Dec 2013). Since then the country's mobile telecommunication industry never looked back. Now it has turned into the largest infrastructure provider within telecom sector & has created new opportunities by generating employment, facilitating education & health services for common people (BTRC).

There are 6 mobile phone operators in Bangladesh. These are:

1. Grameenphone/Telenor Bangladesh Ltd.: Branded as **Grameenphone**
2. Orascom Telecom Ltd.: Branded as **Banglalink**
3. Airtel Bangladesh Ltd. Branded as **Airtel**, formerly known as Warid Telecom
4. Pacific Bangladesh Telephone Ltd.: Branded as **Citycell**
5. Axiata Bangladesh Ltd: Branded as **Robi**
6. Teletalk Bangladesh Ltd.: Branded as **Teletalk**

The number of mobile phone subscribers in Bangladesh as of February 2009 was 45.21 million, rising to about 109 million at the end of 2013. (BTRC, August 2013).



2. ORGANIZATION PROFILE



Name and Location of the Company

Grameenphone limited is now the leading telecommunication service provider in Bangladesh.

It is a joint venture enterprise between Telenor and Grameen Telecom Corporation, a nonprofit sister concern of the internationally acclaimed microfinance organization and community development bank Grameen Bank. Telenor is the largest telecommunication company in Norway and it owns 55.8% shares of Grameenphone and Grameen Telecom owns the remaining 34.20% and the rest are public.

Grameenphone headquarter is situated at Bashundhara Residential Area. They also have around 14 buildings in Gulshan area, which was the previous headquarter of Grameenphone office. None of those are Grameenphone own buildings. The “GP HOUSE”- Grameenphone 9-storied headquarter building is located adjacent to the main entrance of the Bashundhara Residential Area. The building was constructed by “*Associated Builders Corporation Limited*” and *Vistaara and Icon Architects (VIA)* was the consultant.

- Workforce: more than 4,800 employees (March 2011)
- Listed at Dhaka Stock Exchange and Chittagong Stock Exchange
- Rated AAA for long term loan and ST-1 for short term loan
- The largest Corporate Tax payer in Bangladesh
- Grameenphone has a fully owned subsidiary named Grameenphone IT Ltd.
- Headquarters in Dhaka, Bangladesh

History of Grameenphone Ltd

- **November 28, 1996:** Grameenphone was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.
- **March 26, 1997:** Grameenphone launched its service on the Independence Day of Bangladesh.
- **June 1998:** GP started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the Dhaka - Chittagong corridor also enabled GP to introduce its service in a number of other districts along the way.
- **September 1999:** GP started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GP because of the cell to cell coverage

between Dhaka and Khulna. Earlier in September 1999, it introduced the EASY prepaid service in the local market. It also introduced the Voice Mail Service (VMS) and the Short Message Service (SMS) and other Value Added Services (VAS).

- **June 2000:** Grameenphone started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network. The service in Barisal region was started after the microwave link between Khulna and Chittagong was completed.
- **August 2003:** After six years of operation, Grameenphone has more than one million subscribers.
- **November 2005:** Grameenphone continues to being the largest mobile phone operator of Bangladesh with more than 5 million subscribers.
- **November 16, 2006:** After almost 10 years of operation, Grameenphone has over 10 million subscribers. Grameenphone has built one of the most extensive infrastructures of Bangladesh and is a major contributor to the development of the national economy.
- **December 31, 2007:** Grameenphone is one of the largest private sector investments in the country with an accumulated investment of USD \$1.7 billion up to December 2007. Grameenphone is also one of the largest taxpayers in the country, having contributed nearly BDT 5000 Cr. in direct and indirect taxes to the Government Exchequer over the years of which an amount of BDT 1670 Cr. was paid in 2005 alone.

GP was also the first operator to introduce the prepaid service in September 1999. In addition to core voice services, Grameenphone offers a number of value added services, in each case on both a contract and prepaid basis. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, Fax & Data Transmission Services, International Roaming Service, WAP, SMS based Push Pull Services, EDGE, personal ring back tone and many other products and services.

Grameenphone nearly doubled its subscriber base during the initial years while the growth was much faster during the later years. It ended the inaugural year with 18,000 customers, 30,000 by the end of 1998, 60,000 in 1999, 193,000 in 2000, 471,000 in 2001, 775,000 in 2002, 1.16

million in 2003, 2.4 million in 2004 and 5.5 million in 2005 customers. Currently the customer base of Grameenphone is over 20 million.

From the very beginning, Grameenphone placed emphasis on providing good after sales services. In recent years, the focus has been to provide after sales within a short distance from where the customers live. There are now more than 400 GP Service Center, 20 GPC Franchise, recharge retailers: 1, 05,000+, total retailers: 18000+, distributors: 96, Single hotline which operates 24/7; the country covering all 64 districts. In addition, there are 62 GP Customer Centers in all the divisional cities and they remain open from 8am-7pm every day including all holidays.

Founders

The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development. The International shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameenphone and its mission to provide affordable telephony to the entire population of Bangladesh. Telenor is emerging as one of the fastest growing providers of mobile communications services worldwide with ownership interests in 12 mobile operators across Europe and Asia. Telenor is organized into three business areas; Mobile operations covering 12 countries, and Fixed-line and Broadcast services covering the Nordic region. Telenor has played a pioneering role in development of cellular communications in Bangladesh.

The Telenor Group

TMC, a company organized under the laws of the Kingdom of Norway, seeks to develop and invest in telecommunications solutions through direct and indirect ownership of companies and to enter into national and international alliances relating to telecommunications. It is a subsidiary of Telenor Mobile Holdings AS and an affiliate of Telenor. Telenor AS is the leading Telecommunications Company of Norway listed on the Oslo Stock Exchange. It owns 55.80%

shares of Grameenphone Ltd. Telenor's strong international expansion in recent years has been based on leading-edge expertise, acquired in the Norwegian and Nordic markets, which are among the most highly developed technology markets in the world. Telenor uses the expertise it has gained in its home and international markets for the development of emerging markets like Bangladesh.

Grameen Telecom

Grameen Telecom Corporation, which owns 34.2% of the shares of Grameenphone, is a not for profit company and works in close collaboration with Grameen Bank. GTCs mandate is to provide easy access to GSM cellular services in rural Bangladesh and creating new opportunities for income generation through self-employment by providing villagers, mostly to the poor rural women with access to modern information and communication-based technologies. With the help of Grameen Bank, Grameen Telecom, with its field network, administers the Village Phone Program, through which Grameenphone provides its services to the fast growing rural customers.

Major Shareholdings

As of 31 December 2010

Shareholders	No. of shares	No. of Shareholders	% of total
Sponsors (Foreign)	753,408,369	4	55.80%
Sponsors (Local)	461,766,453	3	34.20%
Institutions	66,936,912	666	4.95%
Public	68,188,288	99,553	5.05%
Total shares	1,350,300,022	100,226	100%

Table 1: Shareholders of Grameenphone

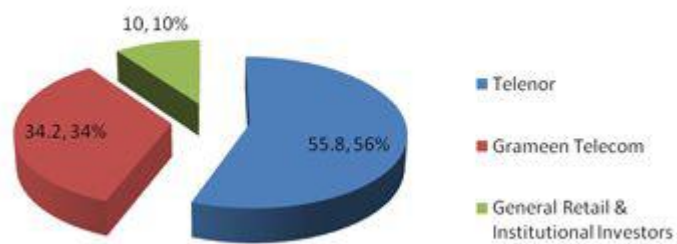


Figure 2.1: Stakeholders of Grameenphone

Company's Vision

“Empower societies”. We provide the power of digital communication, enabling everyone to improve their lives, build societies and secure a better future for all.

Company's Mission

“We are here to help our customers”. We exist to help our customers get the full benefit of being connected. Our success is measured by how passionately they promote us.

Company's Value:

Make it Easy

Everything we produce should be easy to understand and use. We should always remember that we try to make customers' lives easier

Keep Promises

Everything we do should work perfectly. If it doesn't, we're there to put things right. We're about delivery, not over-promising. We're about actions, not words.

Be Inspiring

We're creative. We bring energy and imagination to our work. Everything we produce should look fresh and modern.

Be Respectful

We acknowledge and respect local cultures. We want to be a part of local communities wherever we operate. We want to help customers with their specific needs in a way that suits way of their life best.

Company's Objectives:

Grameenphone (GP) has been established to provide high-quality GSM cellular service at affordable prices. Grameenphone has a dual purpose:

- ✦ To receive an economic return on its investment
- ✦ To contribute to the economic development of Bangladesh where telecommunications can play a critical role

The Company has developed its strategies so that it earns healthy returns for its shareholders and at the same time, contributes to genuine development of the country. This is why Grameenphone, in collaboration with Grameen Bank and Grameen Telecom, is aiming to place one phone in each village to contribute significantly to the economic benefit of the poor. It is on the way to get a total uprising in the telecommunication field. By accomplishing the success factors, Grameenphone would like to be recognized as a consistent, honest and committed company to its valued subscribers and stakeholders.

Company's strategy:

Grameenphone Limited's strategy was to effectively become the second national operator in Bangladesh. Instead of focusing on a high-end, niche market; it pursued a low tariff strategy designed to compete directly with BTTB.

✦ Continuously grow subscriber base:

Grameenphone strategy is to grow their subscriber base, while seeking to limit declines in APPM, by increasing the availability of their products and services throughout the Bangladesh and by aiming to improve customer retention.

✦ ***Focusing on high value customer:***

Grameenphone strive to provide superior network coverage, connectivity, quality and reliability, as well as to continue their product and service innovations through continued investment in their network and products. They are focusing on high value customer segment which they expect will grow as Bangladesh population becomes more affluent with their value-added services, in particular Internet access and BlackBerry. They intend to increase their focus on high value business segment customers, given the high usage of voice and non voice services by these customers.

✦ ***Achieve capital and operational efficiencies to improve profit margins and cash flow generation:***

Grameenphone strategy is to continue to exercise strong discipline over their operating costs and capital expenditure to achieve improved efficiency and productivity in their operations and leverage their existing capacity. They have also plan to reduce their operation and maintenance expense by, among other things, using solar power, controlling service agreement pricing and lobbying to reduce the SIM tax.

✦ ***Increased Brand Awareness and reinforce brand values:***

Grameenphone intend to support their brand by undertaking brand refreshment exercises from time to time. They have planned to increase brand awareness through various point of sales promotions.

✦ ***Increased revenue from non voice services:***

Grameenphone is offering a wide-range of non voice services, including SMS, MMS, games, information services, content download, ring back tones, Internet access and BlackBerry services. They plan to continue increasing their revenue from non voice services, developing additional services and further expanding their presence as one of the largest provider of internet access in Bangladesh.

✦ ***Continue to expand their comprehensive distribution network:***

Grameenphone new distribution model is to push sales to retailers by distributing their SIM cards, electronic recharge systems and scratch cards through a network of nearly 100 third party distributors. Their objectives under this new distribution model are to improve their product availability throughout the country with the establishment of more points of sales, improve inventory management, accelerate distribution of product, provide better support to their

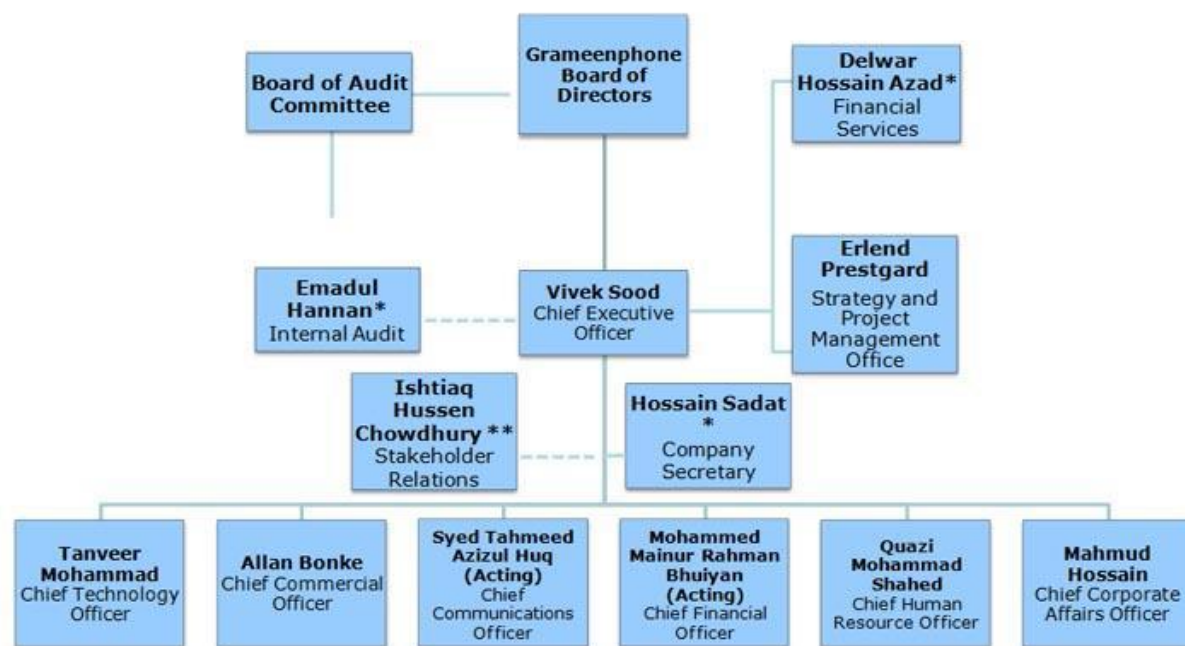
customer base, create a strong channel of communication between Grameenphone and subscribers and obtain better market data to allow them to be more dynamic and responsive to the market.

Organizational Structure and Operational Network:

Grameenphone has now more than 5000 employees. Grameenphone is divided into several departments namely technical, sales & marketing, customer relations, administration, human resource, finance and IT.

Organogram of Grameenphone is given below:

GP Organogram & Management



* Not a part of the Management Team

Figure 2.2: Organogram of Grameenphone

Operational Division:

In recent times management has brought a change in the organizational structure in view of need of time. Currently Grameenphone has 11 divisions and 5 departments to run its operations smoothly. The divisions are:

- ✦ Customer Management Division
- ✦ Commercial Division
- ✦ Finance Division
- ✦ Fiber Optic Network Division
- ✦ Information Technology Division
- ✦ Sales and Distribution Division
- ✦ People and Organization Division
- ✦ Regulatory and Corporate Affairs Division
- ✦ Technical Division
- ✦ Projects Division

The departments are independent from any divisions. The names of 5 departments are:

- ✦ Administration Department
- ✦ Revenue Assurance and Fraud Management Department
- ✦ Information Department
- ✦ Internal Audit Department
- ✦ Legal and Compliance Department

Commercial Division:

Marketing is responsible for all types of Product development and launch, Branding and communication, International Roaming, Value Added Services and all types of Research activities. The Division comprises the following departments:

✦ **Product Department (PD)** –

The Product and Market development Department includes Products & Prices Section (Business Solution, *djuice* and, Mass), New Product development and Innovation lab, and Forecasting and Analysis Section.

✦ ***Market Research and Planning Department (MRP)-***

Market Research and Planning Department includes Segmentation, Research & Planning Section and Market Intelligence - acting as a central research point for Grameenphone.

✦ ***Market Communications Department-***

The Market Communication Department deals with media management, event management and regional marketing.

✦ ***International Business Department-***

The International Business Department is involved in international roaming services.

✦ ***Value Added Services Department-***

Value Added Services Department includes Service Development and Management Section, Content Provider / Aggregator Management Section, CPA/CSF Platform Section and Advanced Services section.

✦ ***Brand Development and Management Department***



Figure 2.3: Organ gram of Commercial Division

Customer Management Division:

Customer Management Division is the link between the customers and the company. People in this division serve the clients. A total of 210 people in this division are providing customer service. They are escalating the relationship of Grameenphone with its valued customers. This division can be subdivided into three major parts-

- ✧ Call center
- ✧ Billing department
- ✧ Trainee development department.

Finance Division:

The Finance Division consists of 330 employees in its various departments. The Division encompasses all financial activities - both internal and external. Department of finance is an integral part of finance division. The main role of this department is defined in under:

- ✧ Attends to financial planning and control
- ✧ Budget and budgetary control
- ✧ Provide management information and development of system and method
- ✧ Ensure proper internal control over the company
- ✧ Analysis of financial statement for future action
- ✧ Information flow for inter-department and external using
- ✧ Co-ordination with external organization and internal department.
- ✧ Responsible to lender, Telenor and Bangladesh Bank related to financing issues
- ✧ Liaison with foreign lenders, sponsors, bankers and regulators

Investment Control:

- ✧ Evaluation new investment proposal as project or programs
- ✧ Prepare business case
- ✧ Advice management and investment committee Andre-rank the investment options

Financial Control:

- ✦ Implementation of IFRS in preparing the financial statements
- ✦ Maintain and develop internal control structure aiming at the Sarbanes Oxley Act 2002 (Section 404)
- ✦ Check compliance of financial and procurement policies
- ✦ Compliance with tax related issues and Review policies and procedure in place

Payroll and Taxation:

This is a very sensitive and important segment in finance department. This department compiles the Companies Act and rules regulations of the Government. This is also working as legal advisory of tax, VAT and other external affairs. There is several sections based on work volume and criteria of the extended works.

Sales and Distribution Division:

Sales and distribution division have direct interface with customers. The total number of employees of this department is 1588. The division is subdivided into two parts-

- ✦ Sales department
- ✦ Distribution department

Sales Department:

Sales department of Grameenphone is responsible for selling products and services of Grameenphone. Therefore they have to work in close collaboration with Marketing Division for their success in selling. They also need to keep good relationship with the sellers and also with customers.

Distribution department:

The responsibilities of the part or the distribution department includes instant delivery of products and services, maintaining relationship with dealers, serving the corporate clients with

extra care, follow up existing subscribers and building relationship with new and existing subscribers. One of the most important tasks of sales department is sales-forecast.

Information and Technology Division:

The Information Technology Division became a separated division in 2003. Till then it was under the wing of People & Organization Division. The IT Division comprises the following departments:

Core Systems:

- ❖ Development/integration of business critical systems
- ❖ Maintenance of business critical systems

IT Operations:

- ❖ Access control, accessibility and stability for end- and IT-users
- ❖ Operations, planning of operations and monitoring
- ❖ Security
- ❖ Readiness

Information Security:

- ❖ Design, develop and deploy a security infrastructure including intrusion detection, protection, assessment and management
- ❖ Publish, monitor and enforce information and computer security policies
- ❖ Supervise and/or conduct periodic security assessments
- ❖ Manage long-term projects to improve security posture and capabilities

Business Processes and Architecture:

- ❖ Overall IT architecture
- ❖ Management of business process framework
- ❖ Business process modeling
- ❖ Exception handling

Project and Change Management

People and Organization Department:

People and organization Department, a significant department of Administration Division plays very essential role in the total functioning of Grameenphone. Employee recruitment, selection,

transfer, promotion, training, performance appraisal - all these are conducted by this division. The informal structure of HR according to its functions can be classified into three main categories they are:

- ✦ Human Resource Management (HRM)
- ✦ Human Resource Development (HRD)
- ✦ Human Resource management Information system (HR- MIS)

Regulatory and Corporate Affairs Division:

This division looks after the regulatory and interconnection issues. It is responsible for maintaining close relationship with BTRC, MOPT, PSTN operators and mobile operators for matters related to interconnection with fixed and mobile operators, and interconnection & Revenue Sharing Agreement. This division is also responsible for maintaining relationships with Ministries, the National Parliamentary Telecom Committee, Government agencies like the Board of Investment (BOI), the National Board of Revenue (NBR), and law-enforcing agencies.

Technical Division:

The Technical Division can be considered as the brain of this organization. Most of the people in the technical division are from the engineering and technological educational background. This division has 1077 at present which is the highest number of employees. This division is divided into three departments.

Planning Department:

People working in planning department build the technology. They are accountable for planning the network and equipment, taking decision about new expansion, enhancement and up-gradation and closely monitoring network performance. They are also engaged with BSC (Base Station Controller) and MSC (Mobile Switch center) related planning, timely supply of equipment, making roaming agreements with other countries and negotiating with home owners for building base stations on the roofs. This department has three parts: switch planning, radio planning and transmission planning.

Implement Department:

The people of implementation department are responsible for the construction and acquisition of base station room, antenna pipe, and power supply etc., installation of new base station

hardware, start-up and pilot operation of base station. It is also divided to three units: site acquisition, civil works and roll-out.

Operations Department:

Operations department is responsible for smooth operations and maintenance of the network.

Their main tasks are operation, maintenance and overall management of the networks, fault detection and fault handling of networks. This department always closely monitors the network performance.

Fiber optic network division:

The Fiber Optic Network (FON) Division is a complete Division under Deputy Managing Director. It manages the nationwide Fiber Optic Network, and to create and sell the Transmission Capacity commercially to prospective business units/clients. The division shares use of Fiber Optic Network capacity with third parties such as other telecom operators, ISP's DDN service provider etc. Grameenphone is capable of offering point to point full E1 connectivity within GP Transmission Network for their sub-lease clients.

Project Division:

The task of projects division is to manage the process of initializing, prioritization, monitoring of execution of all major change request (projects). This division is accountable for overall performance, measure and report of IT in delivering project-based services. This division develops, maintains, and evolves standards, tools, templates, and documented processes for project management within IT. Another task of this division is to develop tools to assess the effectiveness of project management efforts within IT. This division gathers project information and maintains a list of current project activity for IT including project timeframes and resource utilization.

New Business Division:

New business is the newest division in the Grameenphone Ltd. To seek new business opportunity in the telecommunication industry is the main objective of this department.

Administration Department:

This department headed by an AGM has three units-

- ✦ **Office-** The office unit looks after the furniture and general maintenance of the office premises.
- ✦ **Security-** The security unit is responsible for managing the security of office, TBS, switches and BTS.
- ✦ **Transport-** The transport unit determines the transport routes; transport related costs and hires cars and minibuses for GP officials.

Revenue assurance and Fraud management Department:

Revenue Assurance and Fraud Management (RAFM) function in Grameenphone is responsible to stop revenue leakage in any form (intentional & unintentional) across the complete business chain (Internal & External). Revenue Assurance and Fraud Management focus includes core business processes, support processes, systems, people and organizations involved with GP business in any form. RAFM as a principle, highly emphasize on cross functional cooperation based on smart & effective processes.

Internal Audit Department:

This department, with a direct reporting to the Managing Director, is responsible for monitoring the activities in the light of policies or procedures set by the Board of Directors and/or the Management Team. In addition, this unit has to follow the Group Internal Auditing Guideline as a part of subsidiary of Telenor Mobile. On the basis of reports of the Internal Auditor, actions are taken to bring about developments and rectifications of systems or policies and procedures.

Legal and Compliance Department:

This is a one-unit department whose major functions comprise as follows:

- ✦ To ensure sufficient legal coverage and minimum exposure to risk
- ✦ To establish high standards of corporate governance
- ✦ To build GP's image as a compliant organization both among its customers its other stakeholders

Information Department:

Information department is managing the efficient flow of information. It is responsible to manage the relationship with media and newspapers, publish news bulletins regarding different events of the company. It also publishes monthly newsletters and the Annual Report of Grameenphone. It determines the contents of Grameenphone websites and Grameenphone at work intranet site.

Products and Services of Grameenphone:

Products

Grameenphone categorizes its products into three business segments. These are Consumer Prepaid , Post-paid and PCO packages. Short description of these products are given below:

Prepaid

These three prepaid packages are the hero products of Grameenphone:

- ✦ **Nishchinto:** Nishchinto is the default Consumer prepaid price plan offered from Grameenphone. Every new consumer prepaid connection is a Nishchinto connection. It gives you the opportunity to make any local voice calls, with a call rate of 15 paisa per 10 second.
- ✦ **Bondhu:** Bondhu is the package with the highest number of F&F numbers, allow you to talk to your near and dear ones at the lowest rate. This is the first time that a total of 18 F&F numbers are allowed for each Bondhu customer. With 10 second pulse facility, this is the only Consumer prepaid package offered by Grameenphone that gives you the privilege of calling to 1 GP-GP Super F&F at only 5 paisa/ 10 second. In addition, 17 (maximum) any operator F&F are available at 11 paisa/ 10 second.
- ✦ **Djuice:** New djuice price plan from Grameenphone Ltd. is designed with the Youth in mind. It addresses the most relevant elements of atypical Youth lifestyle: Community, F&F and Night-time. This prepaid package allows you the freedom of talking at a flat tariff of only 10 paisa/ 10 second all day & night with your community (djuice-djuice).

Others Prepaid package offered by Grameenphone:

- ✦ **Amontron:** Amontron is an attractive price plan from Grameenphone which gives you the opportunity to talk to any other operator at a call rate of 11paise/10 second (24 hours) and One GP-GP Super F&F at 5 Paise/10 Second (24 hours).
- ✦ **Smile:** The Grameenphone smile prepaid connection now gives you more freedom, more opportunities and more reasons to smile! With 10 second pulse facility, talk to all of your Grameenphone friends at 12 paise and 15 paise per 10 second in the special hours and also speak with 3 GP-GP F&F numbers at only 11 paise/ 10 second.
- ✦ **Shohoj:** Grameenphone prepaid connection where you will be able to talk to any operator number at a flat rate of 19.17 paise/ 10 second.
- ✦ **Aapon:** With 10 second pulse facility, you can talk to any Grameenphone number at a low rate of 14.17 paise/ 10 second from 12am-4pm. In the rest of the hours you can talk with any GP numbers at a call rate of 22.17 Paise/ 10 second.
- ✦ **Spondon:** It is the new attractive price plan from Grameenphone which gives you the opportunity to pay only as much as you will talk. This is the only consumer prepaid package offered by Grameenphone that gives you the privilege of calling at any local numbers with 1 second pulse facility at a flat tariff (24 hours) of 2.12 Paise/Second.

Postpaid

- ✦ **Xplore:** It is a postpaid connection and is available with Mobile to Mobile with BTCL connectivity. BTCL incoming is absolutely free in Xplore.
- ✦ **Xplore Legend:** It is a new postpaid package of Grameenphone providing three attractive bundle offers.

PCO Packages:

- ✦ **Village Phone:** Program is a noble effort by tri party (GP-GTC-GB) to eliminate poverty by providing self-employment opportunity. Village Phone program has created an income-earning opportunity for the VP operators, mostly poor women and borrower members of Grameen Bank, who are now able to make their opinions count.
- ✦ **GP Public Phone:** It is the package for PCO entrepreneurs.

Services:

- ✧ **Welcome Tune:** By this service customers can let their friends listen to their favorite tunes every time they call them.
- ✧ **Gaming portal:** Grameenphone offering downloadable and online games within one portal, it is much easier to avail and play.
- ✧ **News Updates:** Now customers can get latest news of different newspapers, TV channels & online news sources from 22000 via their mobile phone by dialing/SMS to 22000.
- ✧ **Sports News:** Customers can get latest cricket, Football scores & Sports news via Grameenphone mobile phone.
- ✧ **Job News:** Any category of job that the companies are eager to advertise will be available through this service. You can avail this service through IVR & SMS.
- ✧ **Health line:** It is a unique service that provides medical consultation and services to patients 24 hours a day 7 days a week over the mobile phone. Any Grameenphone subscriber can call health line service.
- ✧ **Facebook SMS:** Grameenphone introduced Facebook SMS as an additional enabler of the mobile social network experience of its valued subscribers. With the Facebook SMS, One can use Facebook's basic functionality like status update, send friend request, search friend etc through the SMS without internet connectivity.
- ✧ **Facebook USSD:** Grameenphone presents an innovative service called Facebook USSD. Thanks to the introduction of this service, all Facebook enthusiasts can stay connected & share with their Facebook friends irrespective of handset type, quality and active data (internet) connection.
- ✧ **Friends and Family:** The friends and Family feature comes with lower tariff so that you can call and always stay in touch with your near and dear ones.
- ✧ **Multimedia Messaging Service (MMS):** It is an exciting way to share special moments with your dear ones. You can customize your messages with texts, pictures, animations, music, video clips (Up to 100 KB). You can even send pictures and video clips to e-mail addresses.
- ✧ **Voice SMS:** A service which enables a GP subscriber to record a message or greeting and send it instantly via SMS.

- ✧ **Call Block Service:** It enables subscribers to easily block unwanted calls to their mobile phones anytime, anywhere through its Blacklist feature. Recently, Grameenphone has also introduced the White list feature to allow only certain numbers to be able to call the subscriber, keeping all other callers blocked.
- ✧ **Pay for Me:** A GP subscriber can call another GP subscriber through Pay for Me service even if the caller does not have sufficient balance.
- ✧ **Vehicle Tracking:** It is a GPS based vehicle tracking solution that provides instant location information to the vehicle owner/authorized person through web/SMS with other flexibilities.
- ✧ **Buddy Tracker:** GP has introduced Buddy Tracker service so that we can track our friends, family members and near & dear ones anytime we want
- ✧ **MY ZONE:** Grameenphone Ltd. has a very innovative service called MY ZONE. Under this service, any prepaid customer of GP can enjoy up to 86% discount in their call rate. To discover the benefits of this service please switch ON the Cell Info Display of your handset and register.
- ✧ **Ebill:** A new dimension of postpaid bill distribution was introduced by Grameenphone where customers can receive their mobile phone bills through email after bill generation. ebill service facilitates customers by providing diversified benefits like fast & accurate delivery, ensuring information security & contributing on green environment as well.
- ✧ **Emergency Balance:** GP provide dynamic emergency balance to its customer.
- ✧ **Internet Package:** GP has different kind of 2G and 3G internet package.

3. *JOB DETAILS*

Job Description

In my 12 week of internship I go through different experience, responsibilities, one to one conversation and team meetings etc. In first two weeks of my job I go through different types of training. As I joined the product commercial department of Grameenphone I have to learn a lot of things. In the training session I learn about the corporate culture of Grameenphone, values, rules and regulations and most importantly how to do UAT (User Acceptance Testing) and backward process of launching any offer.

I learn to operate different type of tools and software which was essential to execute UAT process and other comparison between the operators.

I need to attend meetings for new offers launching and after every launching I need to check the post live of the offers. And it is a great honor from GP that make me a part of their 50MN Campaign and give me the responsibility to do UAT for that offer launching.

Specific tasks, responsibilities and duties of the job

- ✦ Provide update comparison of tariff among the operator
- ✦ Do UAT before launching of any offer
- ✦ Keep informed the team about any new launching in the telecom market
- ✦ Make list of possible new offers
- ✦ Check the post live situation after launching offers
- ✦ Check the monthly database

Aspects of job performance

As I was intern in Grameenphone so I needed to learn their procedure of work. In first 15 days I learned how they accomplish their task then I was assigned with a project by my supervisor. It is really good to mention that I done my job before the time frame given.

After that they I was assigned by several projects and I did all my work with proper dedication. It was a great honor for me that my team members trusted me and gave me the responsibility to check the entire post live situation before launching any offers.

Observation and Recommendation

Grameenphone is the largest telecom industry of Bangladesh. For all kind of business making strategy and forecast the potential customer is more important. As a telecom service provider, making strategy and successful implementation is more important for Grameenphone.

In my observation Grameenphone gives more emphasis on making strategy and forecast their potential business customer. Making strategy and launching new offers not only make profit but also made it market leader. So it is the most important team of Grameenphone than other team. All the product managers of this team are very intelligent, hard working, efficient and energetic. Most of the offers of Grameenphone are successful. The environment of Grameenphone is very friendly and good. Office is very high tech and advanced. It is a paperless office.

In recommendation part I want to recommend something and that is given below:

- ✦ Update the IN team facility for smooth UAT
- ✦ Give more training to increase the skills of Product managers
- ✦ Increase the number of people for doing UAT
- ✦ Do a small survey before launching any offer
- ✦ Make aware the customer when launching new offers
- ✦ Give full idea of their offers to the customer
- ✦ Use the latest technology to update the customer
- ✦ Update their website for customers benefit

A faint, repeating pattern of stylized teal leaves is visible in the background, primarily on the right side of the page.

4. PROJECT PART

Background of the Problem

Grameenphone is the leading telecommunication in Bangladesh. Grameenphone is operating in the market for long time. They gained success from the very beginning of their operation and were capable enough to hold the success year after year. Due to massive competition in the mobile industry, it has become absolute obligatory to create distinction between **GP** & other operators' position. This topic is undertaken to find out the satisfaction level of **GP** customer & establish some strategies to improve the present perception.

As working with the *Product Commercial team*, this report will help the team to develop & alter strategies which will bring positive results for the company.

For doing this research, mainly the primary data would be needed. Most of the primary data were collected by doing survey. Secondary information was also used which was provided by the supervisor at **GP**, my academic supervisor, annual report of **GP**, different websites & different research paper done on this topic.

Objective of the Study

The objective of the study may be viewed as-

- General Objective
- Specific Objective

General Objectives

- ✧ To relate theoretical learning acquired through classroom study with that of the real life business situation faced by the internee during his/her Internship period.
- ✧ To fulfill requirement of the internship program.
- ✧ To discuss about telecommunication business in Bangladesh.

Specific Objectives

More specifically, this study entails the following aspects:

- ✧ To determine the consumer perception about **GP**
- ✧ To find out the overall scenario of **Grameenphone's** acceptance among consumers.

- ✦ To provide some strategies to improve the present loyalty toward Grameenphone
- ✦ To determine how they are motivating their customers to take their different services in tele-communication.
- ✦ To determine Grameenphone cost advantages for telemarketing using through own infrastructure.
- ✦ To determine the way of positioning their products among the existing subscribers.
- ✦ To determine their customer retention policy.

Literature review:

✦ **Brand Image:**

Brand image is an important concept in consumer behavior studies since the early 1950s (Li,Wang & Cai, 2011). Levy (1959) proposed the concept of brand image and suggested that merchandises have societal and emotional characteristics and consumers develop emotional connections with the brands. The brand image of a popular brand is a valuable business asset as consumers identify products and services more easily through the respective brands. These perceptions which are grounded on connections between characteristics and the brand name are normally stated as the brand's image (Keller, 1993). So, brand image is basically a perception of a brand held in the memory of a customer and it reveals a customer's general impression.

✦ **Brand Awareness**

The word “brand” is derived from the word “brandr” which means to burn. This was a way in which herdsmen labeled and identified their cattle (Keller, 2008). Till today, this practice is still being performed. A brand is also said to identify the maker or supplier of a particular product or service which also helps in differentiating one's goods from other competitors. To the customer, it shows the promise of what the goods, service or firm stands for and the experience that can be derived from it (Kotler, 2003).

✦ **Brand loyalty**

As early as the 1960s, definitions of brand loyalty incorporated both attitudinal and behavioral concepts, yet few empirical studies have incorporated both dimensions. Instead, research in this area appears to have fragmented into two distinct traditions, with behavioral researchers focusing on the observable actions of loyal customers (Ehrenberg,

and Goodhardt. 2000) and attitudinal researchers investigating commitment to brands and repurchase intentions (Dorsch et al., 2000; Patterson et al.1997).

✦ **Brand Satisfaction**

Satisfaction is well researched for consumer services (Curran et al., 2003; Ganesh et al., 2000). Many empirical studies show that satisfaction is an antecedent of brand attitude, brand intention, and attitudinal brand loyalty for consumer services (Oliver. 1980; Pritchard et al.1999; Shimp and Dyer. 1981). However, research on satisfaction and loyalty from the perspectives of business purchasing and business services is not well documented (Patterson et al.,1997; Shimp and Dyer,1981).

Limitation of the Study

Some limitations were faced during this study. Like-

- ✦ Time constraint is a big factor could be a big issue, as I have to do this report along with my regular office work.
- ✦ Data availability could be another big issue here because company might not want to disclose all the confidential information regarding their managerial strategies and plans.
- ✦ The sample population will be limited in terms of proportion and composition.
- ✦ Data collection is restricted within Dhaka city only, which may fail to represent the factual scenario of the relationship between measured variables.

A faint, repeating pattern of stylized teal leaves is visible in the background, primarily along the right and bottom edges of the page.

5. RESEARCH METHODOLOGY

Research Design

The current study requires a descriptive study to fulfill the main purpose of the study. As the main objective of the study is to analyze the parameter of customer satisfaction of Grameenphone therefore descriptive research was undertaken.

Descriptive Research is a type of conclusive research that has as its major objective the description of something-usually market characteristics or functions. (Malhotra & Dash, 2012)

Communication study: As the data would be collected through questionnaires and we will be collecting data in person, our method for data collection falls under communication study.

Statistical study: We have designed our study for breadth rather than depth. Our goal is to capture the characteristics from a sample and then testing the resulting hypothesis and our findings will be generalized.

Field condition: As our research samples are going to respond or we are going to capture our sample response in the actual environmental conditions where the dependent variable occurs, it can be told that this research is a field condition study.

Actual routine: As we are not going to manipulate our sample and their response place is the actual environment, participants would not perceive any deviation from everyday routine which is why it falls under actual routine study.

Sampling Method & Sample Size

For this study the current mobile phone users & potential customer of mobile phone are considered as the sample for the study.

Sampling unit: For research, a systematic sampling procedure will be employed to ensure that the sample includes different demographics and socio economic groups. The people to be surveyed are customers of GP. The sampling unit considers the age groups of 15-25 years, 26-35 years, 36- 45 years, 46 years and above. Income range for this sampling unit is 5000- 15000, 16000- 25000, 26000- 3500, 36000 and above. Occupation for the sampling unit includes students and other.

Sampling size: The sample unit consists of 35 people. Questionnaires will be used and each interview will last for ten minutes max.

Sampling procedures: The samples for this research will be selected randomly. This refers to a non-probable sample. Potential customers will be approached and asked if they would like to participate. Those who agree will be given the questionnaires.

Survey Instrument

The questions used for data collection are all close ended questions. There are 15 questions in total for measuring all the variables. Business research used in this report is of descriptive nature. Through this descriptive research this report seeks to determine the answers to who, what, where and how questions of the cellular industry of Bangladesh. To prepare the report, research design and methods of this study is described as follows:

Data source:

Data for this report has been extracted from primary sources as well as secondary sources.

Primary Data:

The target population in this study was the consumers using Grameenphone in Dhaka. A total of 35 questionnaires will be distributed among the students, service holders, and businessmen in Dhaka. The target of this study will be educated people because they are more critical about different brands as compared to others.

Secondary Data:

Majority of the data will be collected from Annual Report, Informal discussions mainly with my supervisor, published articles on telecommunication sectors, journals, brochures, Grameenphone official web sites. Many of the data will be collected from the observation of the product Department's activities.

Period of Survey

The study period November-December 2014

Data Analysis Procedure

Data were collected in a comparative way & used ranking order (**Rank Order Scaling Technique**) to analyze the data.

Rank Order Scaling Technique is a scaling technique in which respondents are presented with several objects simultaneously & asked to order or rank them according to some criteria. (Malhotra & Dash)

Microsoft Office Excel 2010 has been used to analyze the data for the current study.

Graphical display of information can effectively complement the text & tables to enhance clarity of communication & impact. As the saying goes- A Picture is worth a Thousand Words.(Malhotra & Dash)That is why data were presented in several **graphs** like Pie Chart, Bar Chart etc.

Hypotheses of the Study:

H1: Customers of GP are brand loyal

H2: Customers of GP are satisfied with their Brand

6. *ANALYSIS*

The analysis of the study that was carried with the structured questionnaire among 30 respondents is given below-

Numbers of Respondents in each Segment

Segment	Number of Respondents	Subject of Segment
Segment 1	20	Student
Segment 2	15	Professionals

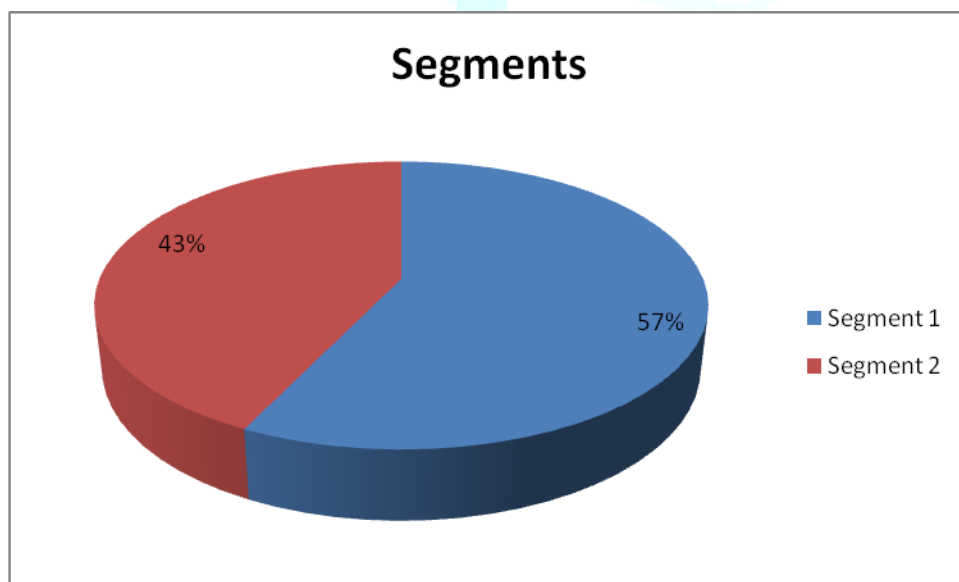


Figure 6.1: Segments

Respondent's Demography

Professions of the Respondents

In this study 15 were Professionals & 20 were students.

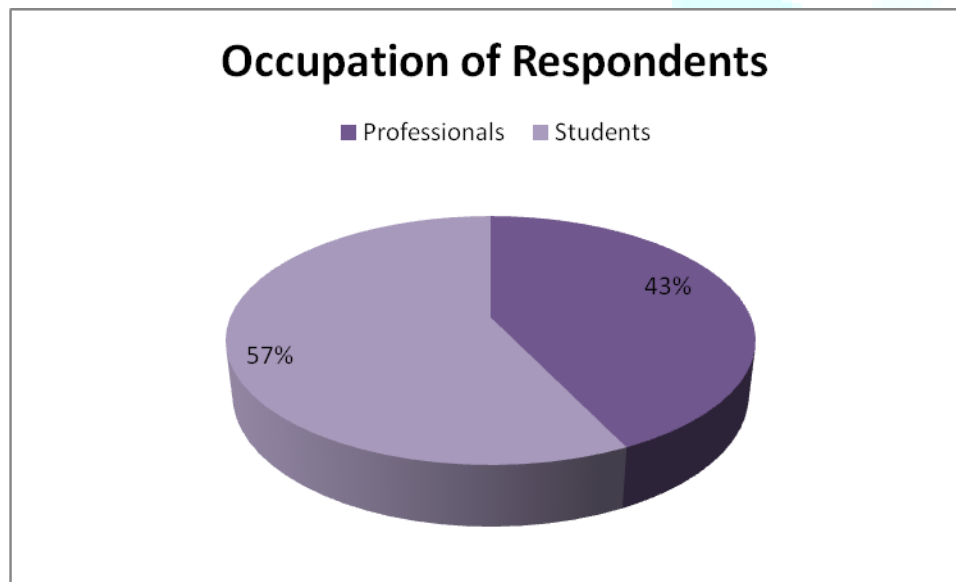


Figure 6.2: Respondents' Occupation

Income of the Respondents

Income range for this sampling unit is 5000- 15000, 16000- 25000, 26000- 35000, 36000 and above.

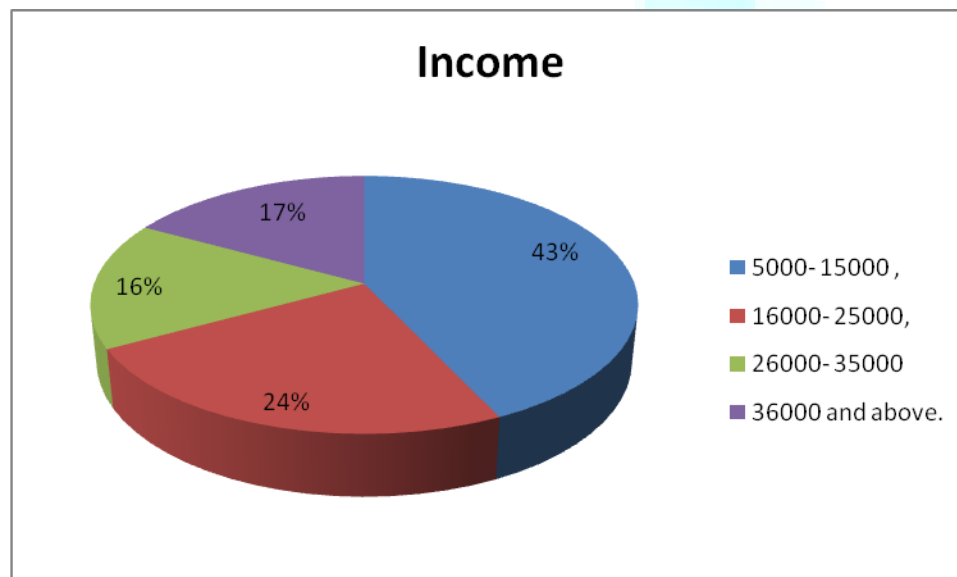


Figure 6.3: Income Level

Age of the Respondents

20 of the respondents were aged between 15-25 years, 9 were 26-35 years , 5 were 36- 45 years, 1 was 46 years and above.

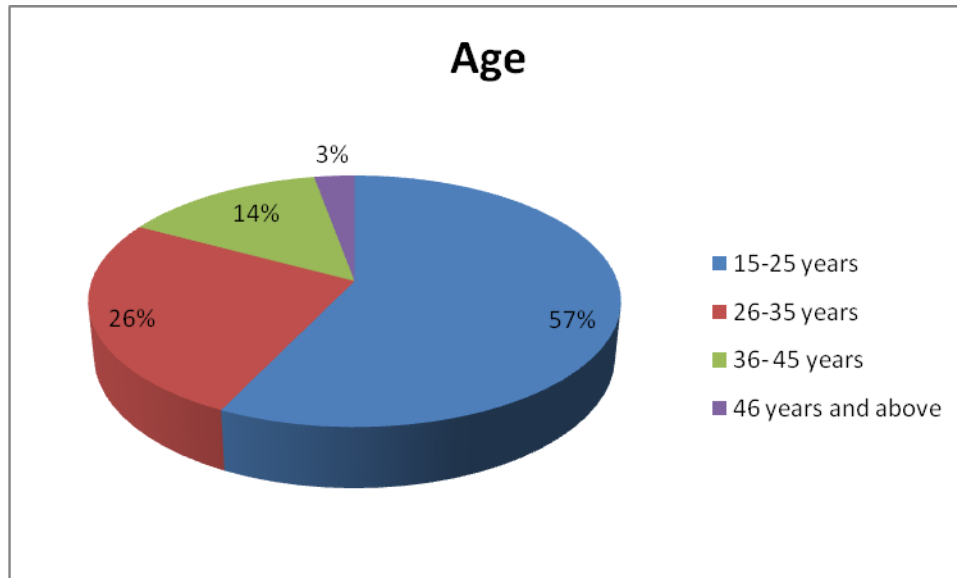


Figure 6.4: Age Level

Current operator Satisfaction

16 were highly satisfied with current operator and 19 were satisfied with current operator

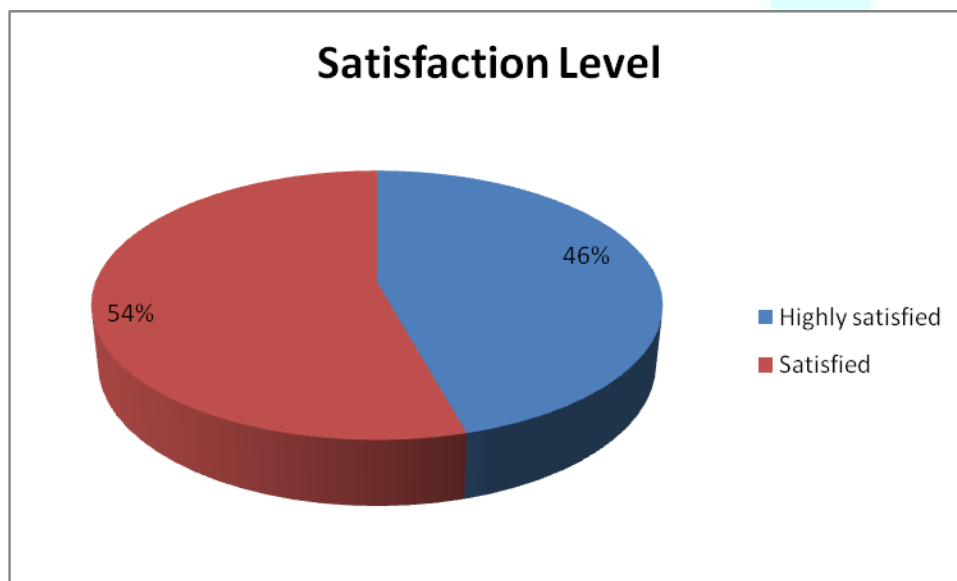


Figure 6.5: Satisfaction level

Recommend the operator to others

14 will recommend current operator to other and 21 will not recommend current operator to other

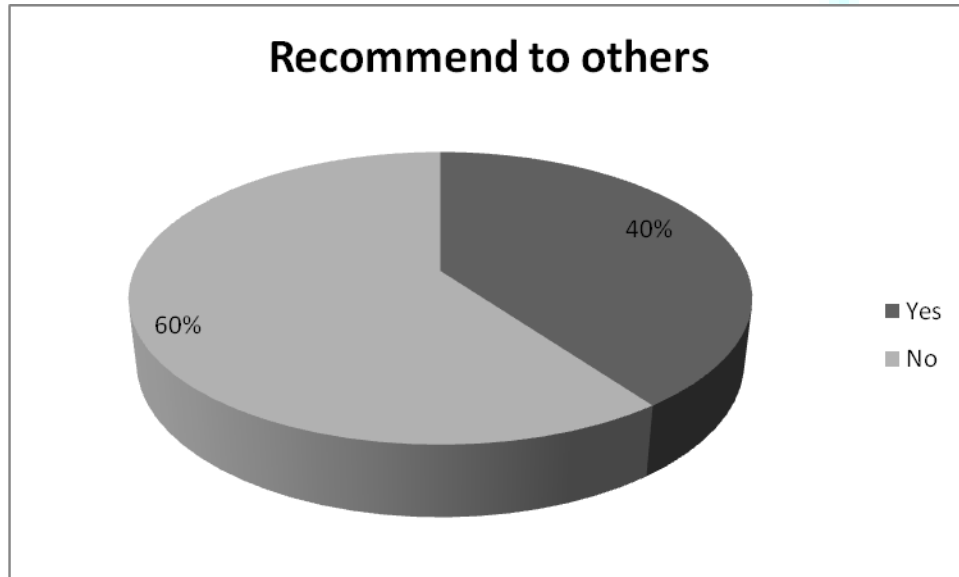


Figure 6.6: Recommend to others

. Segment 1 view toward multiple number using

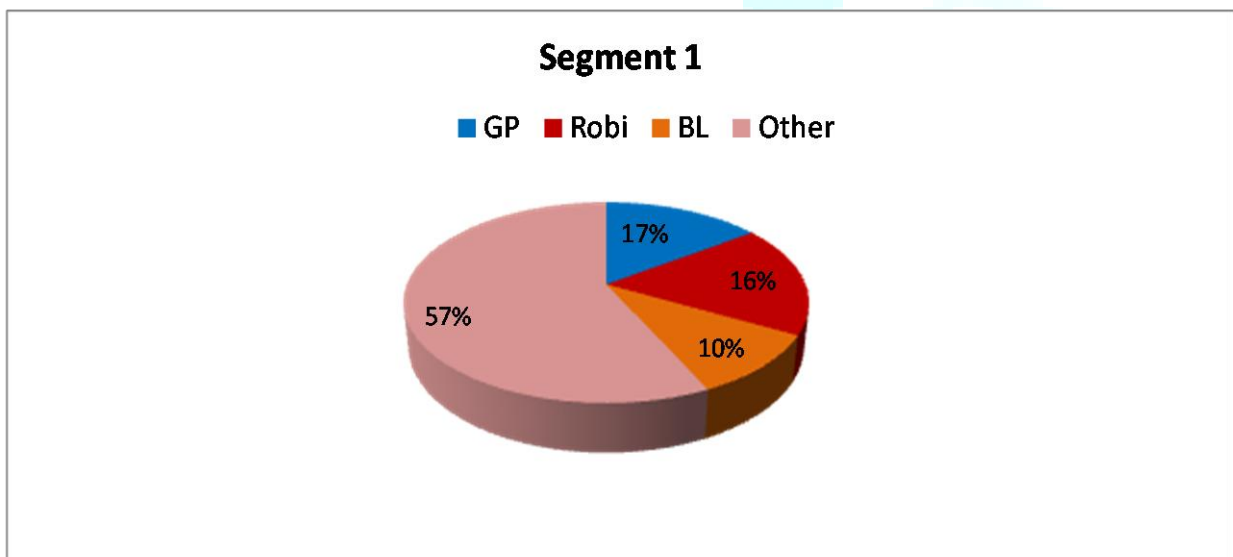


Figure 6.7: Different operators using by Segment 1

Segment 2 view toward multiple number using

Professional are mostly not a multiple number users.

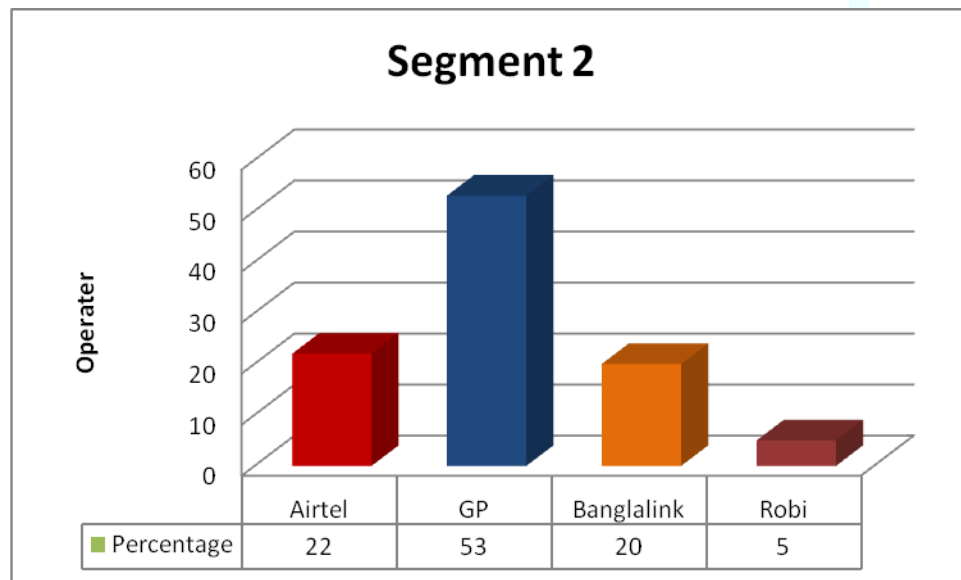


Figure 6.8: Operators using by Segment

The facilities of GP is very convenient and flexible

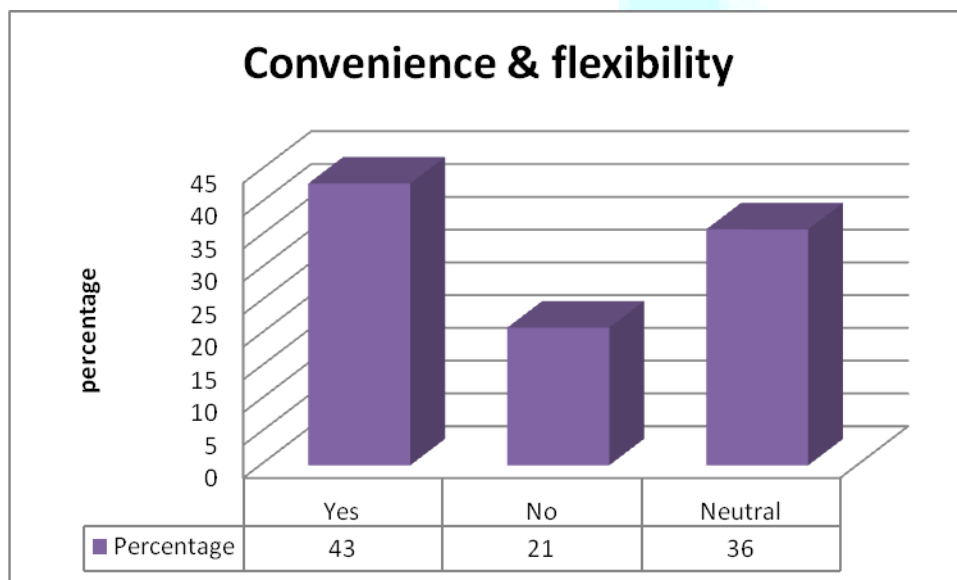


Figure 6.9: convenient and flexible

How long are you using Grameenphone

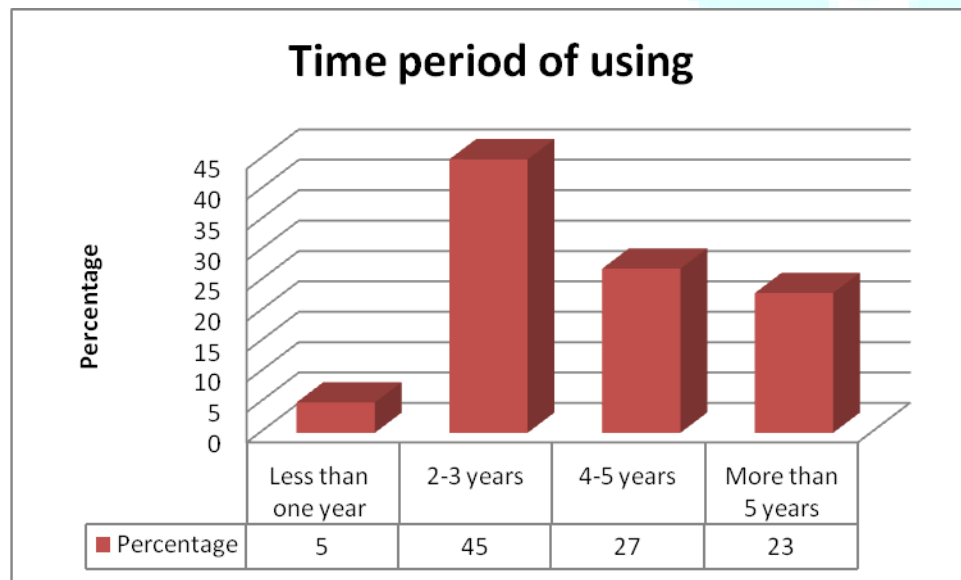


Figure 6.10: convenient and flexible

Preferred Features for using Mobile Operators

Different segment prefers different kind of features for using their mobile operators. Professionals are not that much aware about the tariff as much as they are brand loyal while students prefer lower tariff product.

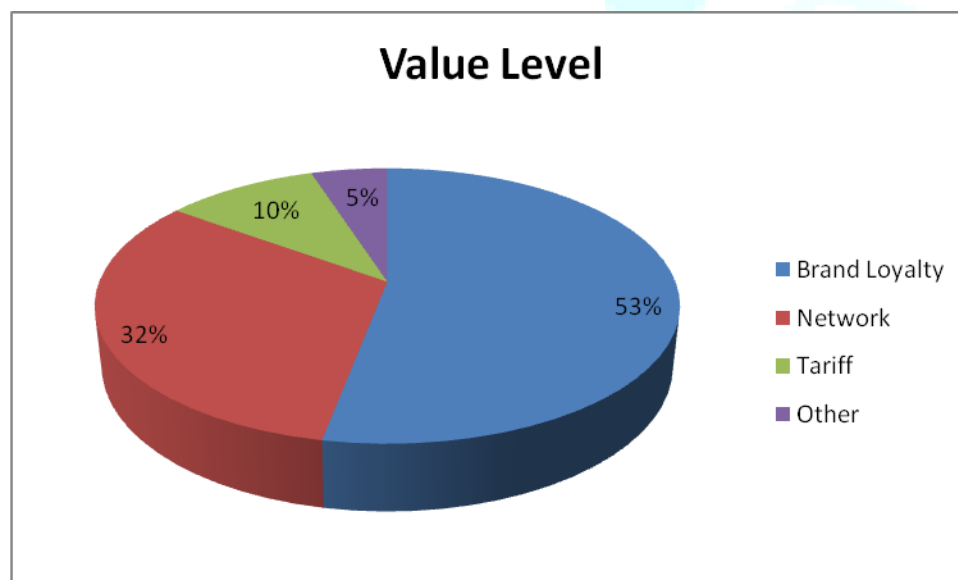


Figure 6.11: Features Preferable for choosing operators

Perception of new offers given by Different Operators to Customers

From the given bar chart, we can see that 16 of the respondents thought that Airtel gives the highest bonus, 5 of them told about Robi, 8 said that **GP** gives more bonus, 6 were in the favor of Banglalink

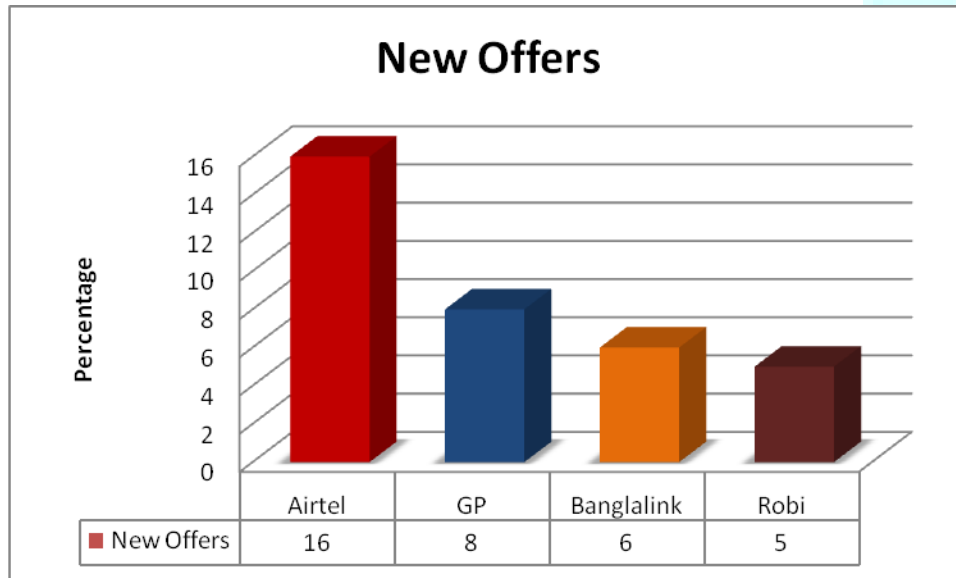


Figure 6.12: Perception of new offers of Different Operators

Satisfaction about currently using package

Most of the respondents don't know about the package/tariff plan they are currently using.

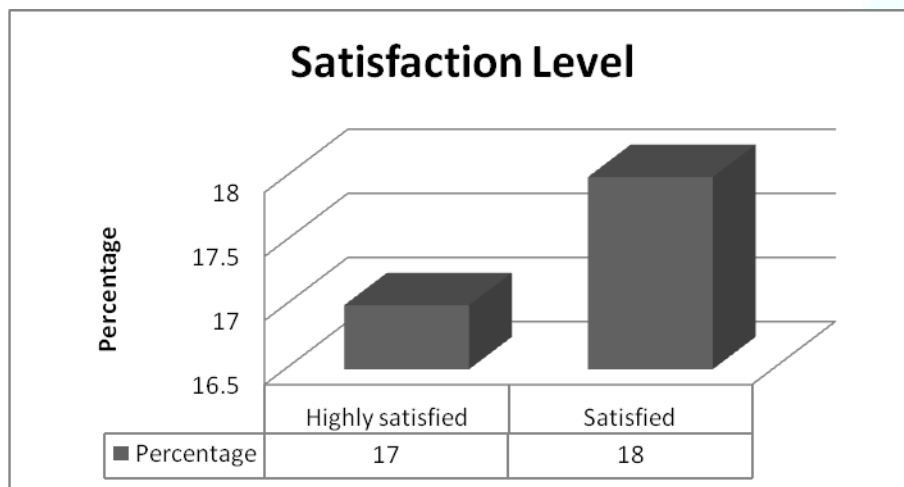


Figure 6.13: satisfaction of current package of Customer

Price Perception

Through the study, we found that 67% people perceive **GP** as a high priced product. From 30 respondents, 20 rated **GP** as high priced product.



Figure 6.14: Price Perception of Respondents



7. *FINDINGS*

The main objective of this study is to find out the real scenario of the customer's satisfaction level towards Grameenphone.

Findings from the current study are significantly important. This may also be able to provide guidelines to GP to reshape its strategy in some positions. Findings from the study are given below-

- ✦ GP should reduce their tariff, but it is applicable in different time schedule. Subscribers want a flat time and tariff. So they should take those kinds of marketing plan.
- ✦ Professionals mainly prefer Brand Image as reason to choose their mobile operator which GP has. GP is the first mobile phone service provider in Bangladesh.
- ✦ Most of the respondents perceive that GP is a high priced mobile phone service provider.
- ✦ Many mobile Phone users are not aware about ongoing offer or call rate of GP. Some are even unaware of their own tariff plan or package.
- ✦ Overall, GP has a strong Brand Image but High Price Perception among its customers. The study identified that most of GP's customers are happy with the Service Quality of GP.



8. *RECOMMENDATIONS*

Grameenphone is doing well in terms of different mobile operators. But during my internship period I felt that there should be some measure to enhance those operation and in some cases to recover some lacking. Today's customers are much more conscious than previous. Now they have lots of option. They can choose their product from among many competitors. So it's getting tough for the companies to retain customer.

- ✧ A super f&f can be added in Nishchinto package.
- ✧ GP can introduce a student community package with lower community tariff & 3G availability in minimum cost.
- ✧ New SIM pack for the Tourists can be launched with special ISD advantage.
- ✧ Increase different Value added service, because subscriber wants new product and services.
- ✧ Using Satisfaction level regarding the different products should be retained by taking necessary measures like monitoring and controlling the total operation, if there is any error. A research can be conducted on the dissatisfied consumers to sort out the factors that determine their dissatisfaction.
- ✧ All over they should focus on more active advertisements on different media to introduce their product and services on mass people.
- ✧ Need more awareness build up about dialing code to reach to customer managers. So that individuals who require the immediate assistant of agents do not have to go through the both ration of listening of the entire menu of IVR at their expenses.
- ✧ Try to keep the Customer Managers motivated for providing better services. This will make the Customer feel that the company regards them as an essential part of their organization and is always available to provide them with satisfactory customer service.
- ✧ There is a super savings product of GP named My Zone. GP should promote My Zone (save 86%) extensively.
- ✧ Awareness of different products of GP is very poor. So GP should make aware its customer by more Billboards, Posters, Leaflet, etc.
- ✧ Toll free customer care number should be introduced where all GP customers can talk to the customer care agent without any charge. This will improve the attitude & perception of customer about GP.

9. CONCLUSION

Since 1996 Grameenphone is driving its car on the high way of telecommunication industry of Bangladesh and they have achieved the position of market just because of their quality service, extensive marketing research, and well infrastructure and for an exclusive management team; where the competitors are far behind them. Grameenphone has got the highest number of subscriber, but it does not mean that they have the highest number of satisfied customers. To raise the satisfaction level GP brought the “tele-marketing” concept in the telecommunication industry of our country. They are very much successful in launching this kind of service. Grameenphone is already holding Number one position and as a brand is liked by the customers’ also different Products/VAS are attractive. If Grameenphone now concentrate on improve their network and reduce all problem different types of VAS then it will be very constructive for their sustainable growth in telecommunication market of Bangladesh.

So from this study, GP can get identifications that on this awareness matter it should pay more attention to improve the perception.

Finally this study will encourage further study & useful guidelines for these types of researches.

Appendix

This questionnaire has been prepared for a research on “Identify the parameter of customer satisfaction of Grameenphone”

Question-a: Which operator connection do you currently use? (Put a right mark)

1) GP 2) robi 3) Banglalink 4) airtel

Question b: Reason for choosing the operator:

1) Brand Loyalty 2) Network 3) Lower Tariff 4) Other

Question-c: Do you know which package are you currently using?

1) Yes 2) No

Question-d: Are you aware about the ongoing campaigns of the operators?

1) Yes 2) No

Question-e: Which operator gives highest bonus? Assign numbers 1-4 from highest to lowest.

1) GP 2) robi 3) Banglalink 4) airtel

Question-f: Age

1)15 – 25 years 2)26-35 years 3)36 – 45 4)46 and above

Question-g: Monthly income

1)5000 - 15,000 BDT 2) 15,001-25,000 BDT 3) 25,001-35,000 BDT 4)35,001and above BDT

Question-h: How long are you using Grameenphone?

1) Less than one year 2)2-3 years 3) 4-5 years 4) More than 5 years

Question-i: Are you satisfied with current operator

- 1) Highly Satisfied 2) Satisfied**

Question-j: Will you recommend your current operator to others

- 1) Yes 2) No**

Question-k: Do you think the facilities of GP is very convenient and flexible

- 1) Yes 2) No**

Question l: Reason for choosing the operator:

- 1) Brand Loyalty 2) Network 3) Lower Tariff 4) Other**

References

- ✧ Arnould, E. J. & Price, L. L. [1993]; River Magic: Extraordinary Experience and the Extended Service Encounter
- ✧ Gupta, C. [2005]; Business Studies, McGraw-Hill, New Delhi
- ✧ Hayes, Bob. [2012]; Total Customer Experience
- ✧ Islam, M. B., & Rima, A. R. [2013]; Interdisciplinary Journal of Contemporary Research in Business, Vol 5, No 8, pp. 255-256
- ✧ Kotler, P. & Keller, K. [2011]; A Framework for Marketing Management, Pearson Education Ltd, UK
- ✧ Kotler, P., Keller, K., Koshy, A., & Jha, M. [2012]; Marketing Management- A South Asian Perspective, Pearson Prentice Hall
- ✧ Kotler, P. [2003]; Marketing Insights from A to Z, John Wiley & Sons, Inc.
- ✧ Lancaster, G., Massingham, L., & Ashford, R. [2002]; Essentials of Marketing, McGraw Hill, UK
- ✧ Malhotra, N. K.& Dash, Satyabhushan. [2013]; Marketing Research- An Applied Orientation, Pearson Prentice Hall
- ✧ Aaker, D.A. 1991. Managing Brand Equity. New York: The Free Press.
- ✧ Aaker, D.A. 2002. Building Strong Brands. London: The bath Press
- ✧ Ganesh Jaishankar. Arnold Mark J, Reynolds Kirsty E. Understanding the customer base of serviceproviders: an examination of the differences between switchers and stayers. J Mark 2000; 64(2):65-87.
- ✧ Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity.
- ✧ Lai, F. Griffin, M., & Babin, B. J. (2009). How quality, value, image, and satisfaction create loyalty at aChinese telecom. Journal of Business Research, 62(10), 980-986.
- ✧ Levy, S. J. (1959). Symbols for Sale. Harvard Business Review, 37(4), 117–124.
- ✧ <http://en.wikipedia.org/wiki/Grameenphone>

